

**Income Maintenance Advisory Committee
Department of Health and Family Services
Division of Health Care Financing
June 19, 2003
*Minutes***

County Attendees: **Ed Kamin**, Co-Chair, Kenosha Co. DHS; **Shirley Ross**, LaCrosse Co.; **Jackie Bennett**, Racine Co. HSD; **Liz Green**, Dane Co. DHS; **John Rathman**, Outagamie Co.; **Sheryl Siegl**, Winnebago Co. DHS; **Sue Schmitz**, Waukesha Co.; **Joanne Faber**, Washington Co.; **Michael Poma**, Milwaukee Co.; **Gloria Guitan**, Milwaukee Co.; **Sheila Drays**, Dodge Co.; **Gary Bailey**, Rock Co.; **Lynn Brenner**, Calumet Co.

State Attendees: **Susan Wood**, DHFS/DHCF/BIMA; **Cheryl McIlquham**, DHFS/DHCF/BHCE; **Jim Jones**, DHFS/DHCF/BHCE; **Rick Zynda**, DHFS/DHCF/BIMA; **Jodi Ross**, DHFS/DHCF/BIMA; **Sara Edmonds**, DHFS/DHCF/BIMA; **Scott Riedasch**, DHFS/DHCF/BHCE; **Essie Herron**, DHFS/DHCF/BIMA, Milwaukee Region; **John Haine**, DHFS/DHCF/BIMA; **Marilyn Rudd**, DHFS/DHCF/BIMA; **Theresa Fosbinder**, DHFS/DHCF/BHCE; **Amy Mendel-Clemens**, DHFS/DHCF/BHCE; **Lisa Hanson**, DHFS/DHCF/BHCE; **Mike McKenzie**, DHFS/DHCF/BHCE, **Bob Martin**, DHFS/DMT;

Administrative Items:

The IMAC minutes for May were approved.

Theresa Fosbinder announced that the Training and Technical Assistance Committee has established its membership and hopes to begin meeting in July, with a face to face meeting. Please see handout below for member list and information.

An Administrator's Memo has been issued with the preliminary IM Base Allocations for 2004. The allocation is preliminary because the Legislature has not completed work on the budget, and because the new Random Moment Time Study may impact the amount of federal funds that can be claimed.

Another Administrator's Memo is being finalized to provide updated policy about how IM and W-2 agencies must reimburse costs for "benefiting programs" and also to provide notice of the reobligation of unspent IM funds from 2002.

The total of \$687,691.00 will be reobligated to all counties except for the smallest agencies that receive a set amount as a base allocation.

Fraud:

In response to a request to form a committee on Fraud, the IMAC decided to establish an ad-hoc committee to sort out the issues and determine if other existing subcommittees should handle any of them. Rick Zynda and Mike Poma will co-chair this new committee. They will draft a charter for the group to capture the various ideas that have been discussed and will seek members. The IMAC will review the draft charter at the next meeting.

Workload Initiatives Status Report:

Jim Jones reviewed the status of all of the CARES projects underway to reduce local agency workload. See attached handout.

Eligibility Determination Audit:

The LAB will conduct an audit of verification policies for Medicaid, BadgerCare and SeniorCare. Their audit plan includes:

- Trends in MA participation
- Trends in Program cost
- Policies and Practices
- Other state data
- A random sample review of cases to assess inaccurate eligibility determinations (both eligible and ineligible)
- Strategies to improve (“Best Practices”)

Change Center Models:

There are currently Change Centers in Milwaukee Co and Dane Co, and coming soon to Washington Co and Lacrosse Co. Before the next meeting a chart will be prepared comparing the who, how, outcome, costs, and volumes, including a question and answer section. John Rathman offered to provide a list of questions and answers based on their upcoming site visit to Dane County to incorporate into this document.

Budget Update:

Cheryl provided a website to find the most current Legislature recommendations.

<http://www.legis.state.wi.us/lfb/2003-05/JFC/tableofcontents.htm>

Supervisor Forum Report:

See handout below.

Performance Standards:

The Quality Assurance Subcommittee has made recommendations about how the state should handle any federal bonus payments from USDA as well as a recommendation to modify the current IM contract language for penalties associated with QC errors. A chart to provide a high level view of the recommendations was provided as background for the IMAC discussion. The WCHSA Executive Board may address this issue at their meeting on July 3.

Reduced Change Reporting/Application Processing Training:

With the change in policy about what needs to be reported for FS, it is more important than ever that workers assure the case is set up properly at application and review. A new training course has been developed that will focus on error prone areas in intake including:

- Who is in the food unit
- Budgeted income
- Expenses and Deductions
- Looking at budgets
- Verification

Theresa Fosbinder is leading the design effort to use distance learning for this training to the extent possible, including using Internet training, and a CARES training environment with the ATL's.

Subcommittee Reports:

- **W2 C&I Coordination-** Committee is developing a centralized form with DWD and DHFS. The Communication Tools are under review along with FSET issues. John Rathman indicated that the group might want to refer some of the FSET issues to the IMAC Program and Policy Coordination committee. The committee is looking for better coordination with WSSA committees and IMAC subcommittees, along with a designated IMAC and C&I representative on the committees. Susan and Ed will draft a letter to the WSSA president for suggestions.
- **Program & Policy Coordination-** See handout below for summary. The main focus of this group has been to work on new policy options created for state Food Stamp programs in the 2002 Farm Bill. As this work is about complete, there was a general discussion about future priorities for this group. The committee members will review the possibilities at the next meeting including:
 - Interest in moving toward a single eligibility standard for both MA and FS that is based on income and household size only.
 - Wisconsin's priorities for the FS program that did not get enacted in the Farm Bill – review and update these to prioritize for further action

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Project	Implementation Date	IM Workload Impact	Status
SSI Auto Update	January 2003	This change means that workers no longer have to work their SSI DX matches.	Completed – 1/04/03
Exclude Student Financial Aid as Income	March 2003	This change means that workers no longer have to determine the amount of countable student financial aid received by the student.	Completed – 3/21/03
Alerts Re-engineering	March 2003	Makes the alerts more focused on worker actions, as opposed to creating alerts that are informational only. Also adds more specific direction in the help text associated with alerts.	Completed 3/21/03
DX Re-engineering	April 2003	Filters out many of the DX dispositions in which workers determined that they did not have to take action.	Completed 4/18/03
Self Declared Assets for Food Stamps	May 2003	This change means that workers no longer have to verify assets in determining FS eligibility.	Completed 5/23/03
Change Driver Flows – Adds ‘driver flows’ to CARES for address, expense, unearned income, assets and earnings. CY04 & CY05 Savings	June 2003	This change means that workers will no longer have to ‘hunt’ for the screens that need to be changed when the client reports a change.	Will be implemented on June 20, 2003.
<u>Earned Income Calculation – Adds logic to CARES to correctly calculate monthly, budget-able income for Food Stamps and Medicaid based upon current Food Stamps and Medicaid policies from basic income information entered by the eligibility worker.</u> CY04 & CY05 Savings	June 2003	Workers will now enter basic earnings information (wage per hour, hours worked, pay day schedule) and CARES will calculate the correct income amount for Food Stamps and Medicaid.	Will be implemented on June 20, 2003.
Elimination of the 100-Hour Rule – Removes a policy for two parent households where AFDC-Medicaid eligibility is dependent upon the primary wage earner being under-employed. CY04 & CY05 Savings	July 2003	Workers will no longer have to collect and enter the number of hours that the primary wage earner has worked in the current and previous 2 calendar months.	Ready to move in July 2003 or when the budget is enacted.
Simpler Spousal Impoverishment Asset Share – The community spouse asset share will no longer be the result of a complicated policy, but will always be \$50,000. CY04 & CY05 Savings	July 2003	Workers will no longer have to determine the assets of the couple when one spouse was institutionalized. They will no longer have to explain the complicated process for arriving at the asset share amount.	Pending – JFC deleted this provision from the Governor’s Budget Proposal.
Food Stamps Reduced Reporting – Policy change that requires FS participants to report only those income changes that will bring their income above the 130% of the federal poverty level. This change would also implement a 12-month certification period with a 6-month pre-printed, scan-able change	July 2003 Phase 1 (change reporting policy and add language to notice) – January 2004	Dramatically reduces the number of Food Stamp reviews and the number of changes that will be reported.	Reduced Reporting Waiver of FS rules was approved on 6/18/03. Phase I CARES changes will be implemented on July 25, 2003.

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<p>form for participants.</p> <p>Part of FFY01 FS Reinvestment Plan</p> <p>CY05 Savings</p>	<p>Phase 2 (scan-able preprinted change form & 12 month certification period) January 2004</p> <p>Phase 3 (freeze FS benefits except for increases) – July 2004</p>		
<p>Notice Redesign, Phase II & III- All Medicaid subprograms will be consolidated into four basic categories in the notices (Family, EBD, MPA and LTC) to reduce the number printed and eliminate confusion. In addition, the system will no longer create or send out denials for programs that were not requested.</p> <p>CY04 & CY05 Savings</p>	<p>September 2003 & November 2003</p>	<p>This change should reduce the amount of time that workers have to spend explaining notices to applicants and recipients.</p>	<p>Phase II will be implemented on September 19th, 2003.</p> <p>Phase III will be implemented on November 21, 2003.</p>
<p><u>Unemployed Compensation Benefits DX Re-engineering – Use UC data from DUI to provide workers with the information and tools necessary to make more accurate eligibility determinations for cases that include members receiving UC Income.</u></p> <p>Part of FFY01 FS Reinvestment Plan</p> <p>CY04 & CY05 Savings</p>	<p>September 2003</p>	<p>Workers will no longer have to take an action on data exchanges from these sources.</p>	<p>Project has changed to provide workers with more up-to-date information and basic tools to calculate the correct UC amount each month.</p> <p>This will be implemented on September 18, 2003.</p>
<p>Automated Case Directory – A tool that would allow workers and supervisors to manage their cases more effectively by allowing access to CARES data about their cases and the ability to search and sort that data according to their immediate needs (e.g., which reviews are due this month? how many food stamp cases with earnings do the workers in my unit have?)</p> <p>CY04 & CY05 Savings</p>	<p>August 2003</p>	<p>Workers and their supervisors would have direct access to information about their cases that could help them organize their workload in the most efficient way.</p>	<p>Work Group has completed high-level business requirements and design. These have been shared and reviewed by the IMAC IT Subcommittee. Business Requirements meetings have begun.</p> <p>This is scheduled to be implemented on August 22, 2003.</p>
<p><u>Auto Update of New Hire Data</u></p> <p>Part of FFY01 FS Reinvestment Plan</p> <p>CY05 Savings</p>	<p>September 2003</p>	<p>Workers will no longer have to take an action on data exchanges from these sources.</p>	<p>The high level business requirements and design have been approved. Detailed business requirements meetings are taking place.</p> <p>This is scheduled to be implemented September 18, 2003.</p>
<p>Centralized Change Center – Counties could contract with existing change centers or the state to handle changes for all or some IM cases.</p>	<p>September 2003</p>	<p>Workers in these counties would no longer have to answer calls from program participants regarding changes and enter data into CARES. In addition,</p>	<p>?????</p>

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CY04 & CY05 Savings		local agencies would not be setting up individual Call Centers incurring additional costs.	
<u>Transitional FS Benefits – families that lose TANF cash benefits will be eligible for several months of FS benefits regardless of changes in their financial situation.</u> Not included in CY04 savings.	October 2003	Cases in FS Transitional Status will not be reporting changes.	FS policy analysts are scheduled to begin analysis soon. This will be shared with the IMAC Program & Policy Coordination Subcommittee.
Automatic Update from Other Trusted Third Party Sources (SSA, KIDS, etc.) Part of FFY01 FS Reinvestment Plan CY05 Savings	Expansion to other sources (SSA, UC, KIDS, etc.) September 2004	Workers will no longer have to take an action on data exchanges from these sources.	Will begin work after the Auto Update of New Hire and the Re-engineering of the UC Data Exchange process.
Web-Based User Interface for CARES – Instead of using the CARES mainframe screens with PF-keys and reference tables, CARES data entry and query would be through the internet with web-based screens. The new interface would also use an intelligent driver flow process that would limit the information requested from the applicant to that data necessary to determine eligibility based upon their program request(s) and who they are (family, elderly, disabled, etc.) CY05 Savings	August 2004	Workers would have a more user-friendly, intuitive system for entering and querying data. Navigation, data entry (pull-down menus, etc.) and help screens would be easier to use. In addition, the Intelligent Driver Flow will reduce the amount of information (and verification) that workers are asked to collect and enter. These changes should also reduce new worker training by at least one week per worker.	Work on the technical specifications for the web-based interface has begun. Work plans have laid out the different work groups necessary and timelines to meet this date.
Web-based Customer Service Toolbox – Four Internet tools that allow customers to screen themselves for state and local programs, query benefit and case information, report changes and apply for Food Stamps and Medicaid. No savings were associated with this project.	Screener / Query – February 2004 Change Reporting & Application for Services – October 2004.	Workers and receptionist would answer fewer questions regarding potential eligibility for state and local programs, as well as questions about benefit and case status. With the Application and Change Reporting, workers would no longer have as much entry of application and change data into CARES.	Pending FS Program Participation Grant decision by the USDA's Food and Nutrition Services.
On-Line Handbooks Connected to the Web-Based User Interface – The Medicaid and Food Stamps handbooks, as well as other process descriptions, would be available through the Internet and would be connected directly to the CARES User Interface. CY05 Savings	MA On-line handbook (February 2004) Integration with Web Tool (September 2004)	Workers would no longer need to maintain a paper handbook. Workers would no longer need to search for the appropriate policy associated with the action they were taking on a particular case.	The high level business requirements have been identified. Deloitte Consulting staff are working on three options for proceeding.
Scan-able Medicaid and Food Stamps Application Processing & Pre-Printed Review Forms – The state creates the capability for all mail-in applications to be sent to a centralized scanning center where applications would be	September 2004	Workers would no longer have to key mail-in applications and reviews into the system. Intake and review interviews would involve reviewing, rather than entering, the information provided by the	Not started

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<p>scanned. Data streams (and optical image capture) would then be sent to the in-box of the local agency worker.</p> <p>All data from the application would auto-populate the CARES screens. The same capability would be available for mail-in pre-printed review forms.</p> <p>No savings were associated with this project.</p>		applicant/participant.	
<p>Verification Scanning Pilot – Milwaukee – DHFS would work with Milwaukee to develop a desktop solution to allow workers to optically scan and store verification documents for IM cases and create an electronic case file connected with the CARES case. In addition, this system will also be able to generate customer forms to be sent out centrally to applicants and recipients.</p> <p>Part of FFY01 FS Reinvestment Plan</p> <p>No savings were associated with this project.</p>	Unscheduled	Workers would no longer have to maintain and access paper case files, but could see their cases (and cases transferred to them) through their desktop.	Bob Martin and Jim Jones are working on a concept paper to share with Milwaukee County representatives.
<p>Benefit Recovery System Changes</p> <p>No savings were associated with this project.</p>	Unscheduled	Workers have stated that the Benefit Recovery system is difficult for them to use. Time spent on this process would decrease and collections of overpayments would increase with these changes.	Not Started
<p>1 Month Medicaid Deductible – calculate Medicaid deductibles over a one month period, enroll these individuals and then use the SeniorCare deductible and spenddown models which rely on POS to track bills/expenses.</p> <p>No savings were associated with this project.</p>	Unscheduled	Would virtually eliminate the workers current task of entering bills into CARES for the current 6 month deductible period.	Not Started

Food Stamp Supervisor Forums
Held in Wisconsin Dells, Hayward, Stevens Point &
Waukesha
March 2003

QA Presentation

QA staff gave presentations. They offered the attendees error reduction tips as well as an explanation of the QA form used to record their findings - the QC-X. This will help clarify what the agencies need to know for corrective actions. There were many questions about selection of cases for QA sample, federal sample and dropped cases.

Because FNS dictates so precisely what months and amounts are to be used, instructions were offered as to when and why QA uses certain months and certain amounts for determining the error. A number of agencies had question as to when and how to refute errors and that was also clarified.

The attendees had some comments regarding MA & FS policy needing to be more aligned.

PAC Presentation

Several members of the PAC team presented their observations from the past year of reviewing cases statewide. They offered positive findings including the more prevalent use of case comments than found previously. The observation was made that local agency line staff usually present a willingness to learn and a real concern for payment accuracy. Areas needing improvement were also covered.

Suggestions back to the PAC team from the attendees were made such as: sharing Best Practices statewide (rather than just for the county under review), and providing PAC training material for the agencies to use for in-house staff training.

Many comments were offered on how valuable agencies are finding a PAC review to be. Several people offered this solution in lowering their error rate.

Policy Presentation

Food Stamp policy staff updated the participants on upcoming changes. CARES enhancements such as auto-updates, mini-driver flows, income calculator and alert sorts were mentioned among others. The loss of contact field on ACCH and the new W2 companion case alert caused good audience reaction. A couple of the changes had already occurred by the time of the last forum in Waukesha so policy staff was able to respond to direct questions about those changes. The change to simplified reporting was covered only minimally as details are still being discussed. One person during the Waukesha forum suggested calling this "reduced" reporting requirements which seems to fit more than "simplified."

Workload Symposium

Attendees received a matrix handout that has more detail about some of the workgroups assigned to work on these changes. Policy staff had already mentioned some of these efforts but some of the other priorities were covered. Again, these new changes were warmly received although some participants had questions. Comments from this portion of the day:

- 1) Notices – It was noted that people on MA don't get a notice every month so they are unsure about their coverage and that people get notices that don't pertain to what they applied for.
- 2) SeniorCare is tracking bills to meet their deductibles. Prescription costs are tracked through their SeniorCare cards. "Why can't this be done in CARES for MA deductibles and FS medical expenses?"
- 3) Presumptive eligibility now being determined at the local level has caused more work than anticipated at the local level.
- 4) Some agencies are working with WCHSA to form a counter-proposal that may also work rather than the huge cut to be presented to the legislature. "How will that proposal be communicated to these attendees?"

Simplified reporting mentioned but not covered due to the complexity of the subject.

UWO/CCDET FISH! Presentation

A presentation and film using the FISH! Philosophy was present by Cheri Stoffel of UWO/CCDET. The main idea of the presentation is how to motivate staff and retain staff in an field that is emotionally demanding. Some of the agencies indicated that they are already using the FISH! Philosophy in their organizations. Cheri offered a list of reading material geared at similar types of organizational philosophies.

Facilitated Large Group Discussion Regarding Supervisor Issues

This presentation covered staff morale, workload issues, corrective action, discipline, and error rates among other topics. Strategies for covering caseloads were offered by all in the groups. Increased caseloads continue to be a major concern. There was also concern about the proposed centralization of IM functions. Topics of discussion:

- Having the right perspective (attitude) in their agency.
- Job security
- Cross training workers vs. specialized workers, which way to go?
- Worker accountability
- Error reduction strategies: Dane County did clean sweep which took 6 months and 3 supervisors died. (Chuckles) Then they won award for the best payment accuracy in the state but they don't have time like this anymore to continually check other people's work.
- Change centers -- Dane county workers are surprised at how few phone calls they are getting now and how quiet their work area is. Workers are pleasantly surprised and pleased that they have more time to work on other things. Customers in Dane County are very pleased to be able to speak with a live person.
- Suggestions made to have regional change centers employing same people with the funding coming from the agencies/counties within that region.
- Develop agency-wide process and procedure guide for every staff person
- How to handle vacancies

- Organizational skills
- Discipline. A scenario was worked on regarding this issue
- Conducting 2nd party reviews
- Morale: when workers are all getting along, making a difference, validations, knowing you are not going to be demeaned (safety, respect)

Shared Error Reduction Initiatives

- ❖ Refocus on payment accuracy
- ❖ Think about change center
- ❖ Not worry about those things not in your control
- ❖ Error reduction person that just reviews cases.
- ❖ Delegate some duties to some others in the organization.
- ❖ Workers share at biweekly meetings.
- ❖ One county is looking at having a change center, presently sends out a change questionnaire. Includes envelope.
- ❖ Include workers in decision-making phase project as much as possible.